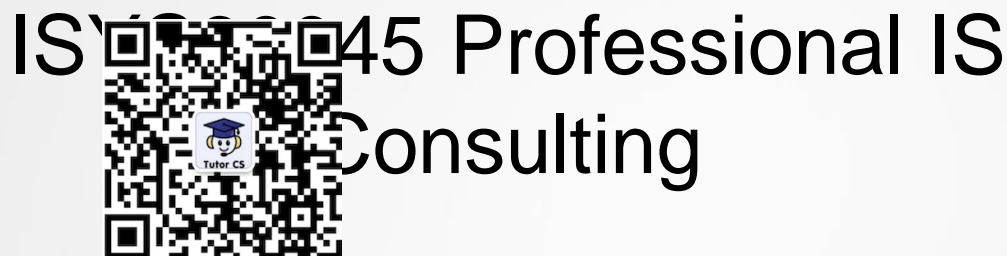


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Seminar 5

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Giving Professional Advice

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Dr Rod Dilnutt

Tonight's Agenda

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Intended Learning Outcomes (ILO's)



Professional AI

- ▶ Define and understand giving advice
- ▶ Define and understand consulting advice

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Engagement Lifecycle

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How is work wo



rformed in consultancies?



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Introduction

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- ▶ Consulting and advising are two distinct terms that are often lumped together when talking about business processes and improvement.

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- ▶ Advisers and consultants both have deep knowledge of their respective disciplines, and they solve problems in very similar ways.

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- ▶ There are some critical differences, however.

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- ▶ "Consult" is borrowed from Latin *consultare*, itself from *consulere*, which means to "deliberate, counsel, or consult." Similar to an adviser, consultants have deep knowledge of their disciplines and employ various organizational strategies to advance a company.

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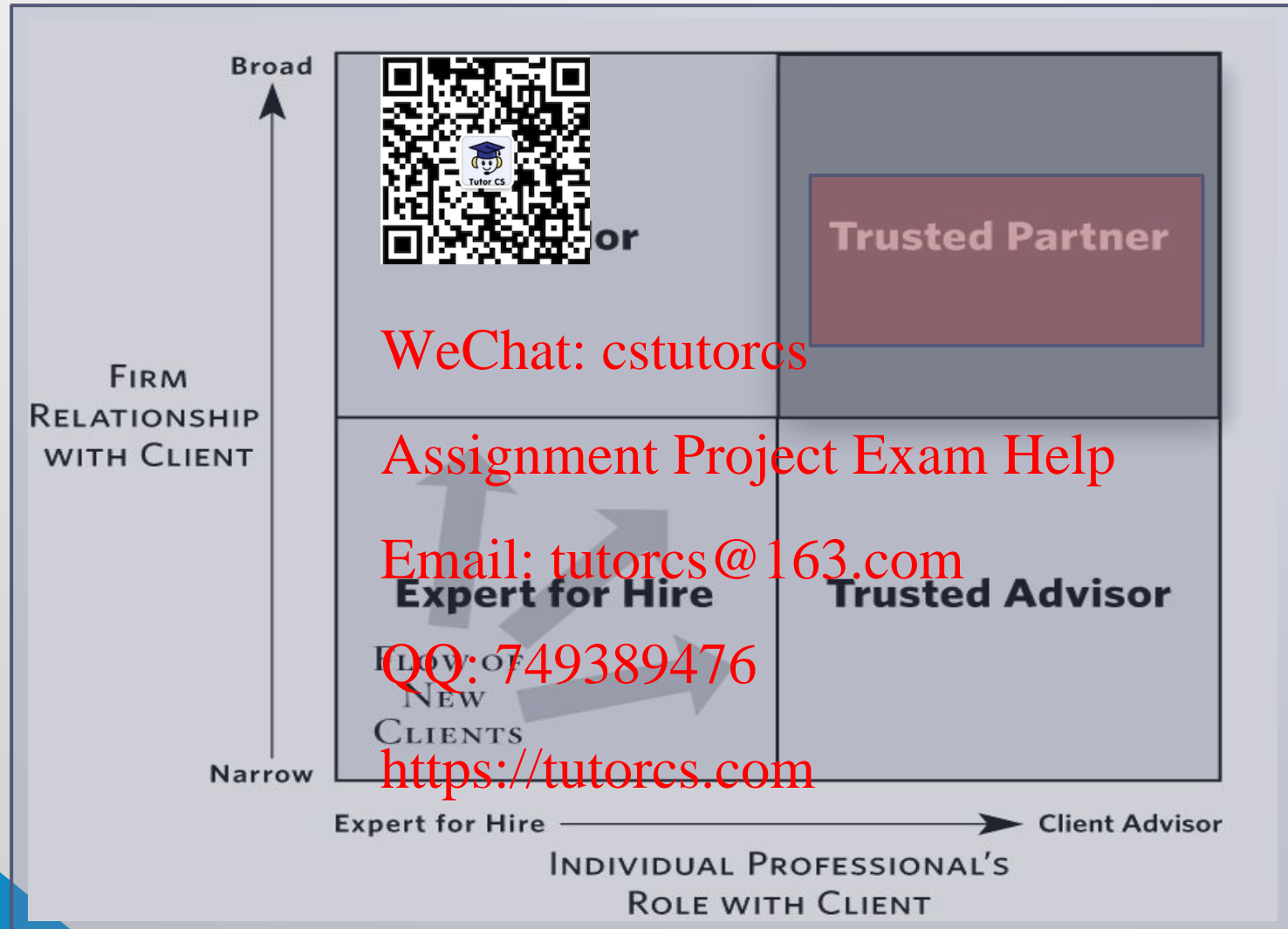
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- ▶ Consultants leverage their problem-solving skills to tackle a specific issue impacting a company

Advising the Client

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Advising the Client

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Rational vs Emotional

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- ▶ When communicating with Stakeholders we need to consider the needs of our Audience in three ways



- Rational
- Emotional
- Instinctive

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Examples

Emotional

The man landed on the hood of the car and fell against the windshield. The scene from the driver's side on the roundabout suddenly saw a bike-rider showing up from the left.

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Rational

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Instinctive



Example: Dear Shirley

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Dear Shirley,

Remember last Saturday afternoon playing in the park with my brother. He came over; and he told me that when my back was turned, you kissed him?

And also, on Sunday when you came to my house and my Mom made you a tuna fish salad for lunch and you said: "Yech! That's the worst salad I ever ate!"

And yesterday, when my cat brushed against your leg, you kicked her and threatened to sic your dog "Monster" on her?

Well, for all these reasons, I hate you, and I no longer want to be your friend

Lucy.

Dear Shirley,

I HATE you. Here are my reasons:

1. You stole my boyfriend.
2. You insulted my mother
3. You scared my cat.

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Advising the Client

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How do we start the information we've gathered and analysed into recommendations and advice?



Particular type of communication style can be used to present this type of information to clients

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Structured Communication Style

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Structured Communication Style

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- ▶ **Situation** – describe the current situation
- ▶ **Complexity** – describe the tension/ issue in the situation
- ▶ **Question** – describe the question in response to the issue/ tension
- ▶ **Answer** – suggest answer to ease out or mitigate the issue/ tension

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Structure

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Complexity

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Question

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Answers

Example SCQA

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Situation, our online presence doesn't appear to be enticing our customers



Complication, our competitors have invested a lot of money developing their online presence

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Question, how do we regain the customers that we may have lost to our competitors?

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Answer, there are several options

- 1 Moving away from online altogether
- 2 Change your product offering
- 3 Invest more heavily in your online platform

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Example SCQA – Sparkles Shoes

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Situation: “For years, Sparkle Shoes has shown a steady increase in yearly sales and profitability.”

You’ve established familiarity with their company, established a positive atmosphere, and set the stage for your story.

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Complexity: “This quarter, Sparkle Shoes’ profitability unexpectedly flat lined for the first time in company history.”

You’ve made the dilemma immediately clear to everyone. This creates a sense of urgency, compelling the executive to listen and possibly act, based on your upcoming ideas. In short, you’ve grabbed their attention.

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Example SCQA – Sparkles Shoes

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Question: “How can we increase profitability for Sparkle Shoes?”



- ▶ You’ve started (asked) a question and answer dialogue (drawn from ancient techniques, like the Socratic Method). In the pyramid the question extends logically from the complication, which keeps the overarching problem mentally straightforward and easier to follow.
- ▶ Note***** that the question above is over simplified – in practice, a good question is often more subtle and the result of analysis to ensure the right question is asked.

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Example SCQA – Sparkles Shoes

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Answer;



You're not looking for a size fits all solution here. The question you raise needs to have answers that are **mutually exclusive and completely exhaustive**, otherwise known as MECE.

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Mutually Exclusive means that each component is distinct, there is no overlap, and that you can address each part on its own without worrying about the other components

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Completely Exhaustive means you have included every possible answer

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Example SCQA – Sparkles Shoes

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For Sparkles Shoes, to increase profits, start with a relatively simple answer. To increase profits, you can do two things:

- Increase revenue
- Decrease costs



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Neither option overlaps with the other, so they are: **mutually exclusive**. There are no major paths to profitability that fall outside of either category, so they are also **completely exhaustive**.

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If your answers aren't mutually exclusive, the lines become blurred, and clients may become confused and try clarify your logic on the fly. If your answers aren't completely exhaustive, clients' minds may wonder what is missing and ask you, "What about these other options?"

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Discussion – Unsolicited Advice

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Have you ever been a client of advice you've never asked for?

Example, been smoking (or other bad habit) by a well meaning work colleague?

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How did you react? Assignment Project Exam Help

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You've been given unsolicited advice

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As a rule, Clients do **not** respond well to unsolicited advice

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Managing advice

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Expensive versus free

- ▶ Clients are more likely to act on “expensive” advice given by expensive consultants



Surprising versus expected

- Clients hate surprises! Surprises should always be raised tactfully and verbally with the client before broadcasting in writing

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Evidence-based versus opinion – hypothesis-driven

- Advice always carries more weight if supported by solid evidence

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Managing advice

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- ▶ Costs, benefits, risk
 - ▶ Advice is more effective when quantified in terms of these factors
- ▶ Some consultants like to use 'power statements'
- ▶ Examples
 - ▶ By installing this device you will cut unauthorised access by 80%
 - ▶ This technique will improve response times to less than 1 second.
 - ▶ This technology will cut processing costs by \$1.88 per transaction.



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Managing advice

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Attractive versus tough

Bad news or difficult
broadcasting to other



Best delivered verbally to the client before
anything.

Learning: Give the client time to assimilate before expecting fast response.

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Conflict with other company goals

- ▶ Advice that conflicts with other client goals will likely be disregarded and may attract client dissatisfaction

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- Example: You suggest reducing costs by closing the client's office in KL because of low profits, but the client believes it is important to maintain a presence in major SE Asia Capital cities.

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Summary

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- Giving advice from your position
- There is a structure you to deliver the advice succinctly
 - **S**ituation – describe the current situation
 - **C**omplexity – describe the tension/ issue in the situation
 - **Q**uestion – describe the question in response to the issue/ tension
 - **A**nsWER – suggest answer to ease out or mitigate the issue/ tension

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- Important to manage a range of issues when giving advice

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Summary

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This seminar has covered the issue of giving professional advice

- Consultation Advice
- Define and understand the purpose and form of advice
- Define and understand consulting advice
- Structured Communication Style

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